

21 January 1959

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MEMORANDUM FOR THE RECORD

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SUBJECT: Interview with [REDACTED] Training Officer, DD/P,
re History of OTR, 1953-1956

1. He said that he had been training officer for DD/P for about two years. He was responsible for seeing that OTR obtained material on DD/P concepts, on basic operations, that the training materials in the operations courses were kept up to date, and that there was a regular rotation of officers between OTR and DD/P so that the operations course could be run by experienced officers who had field assignments. He thought that OTR now had on rotation some fine DD/P officers. He found it more difficult to find places for OTR officers for a two years tour of duty abroad. There were no special areas ~~which~~ of training which he would say are poor or unsatisfactory. There was a deficiency in the field of scientific intelligence but this has been taken care of by a new course on Scientific Intelligence given for the first time in December 1958, primarily for the benefit of CS operating officers who needed to recognize scientific terminology in their collection jobs. This course will be run several times a year for OSI and DD/P.

2. One change which he was glad to see come about was a lessening of the emphasis on Assessment and Evaluation of students.

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Whenever a man was sent to training he was subject to a psychological appraisal by [REDACTED] boys. He thought that [REDACTED] was a zealot and tried to carry his assessments too far. DD/P did not need psychological profiles of their experienced employees who happened to want training in some specialty subject. This psychological assessment was an interfering and inhibiting influence.

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JOB NO. [REDACTED] BOX NO. [REDACTED] FILE NO. [REDACTED] DOC. NO. 3 NO CHANGE
IN CLASS, [REDACTED] CLASS CHANGED TO: TS S © RET. JUST. 22
NEXT REV. DATE 4/1/70 REVIEWED BY [REDACTED]
NO. 65 [REDACTED] CREATION DATE [REDACTED] ORG COMP 11 OR 11 ORG CLASS S
REV. CLASS S REV COORD. AUTH: HR 70-3

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LIE 3. Language and area training was in good shape as far as DD/P was concerned. He regarded it as desirable for an operations officer to have language and area training but it might not be absolutely necessary in a given case. I referred to the case of a station chief in a Southeast Asia post who had been there for over two years but did not know the language. I said that this man had

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Mr. K. said that he thought that under the circumstances the station chief could not be expected to take language training in addition to his other heavy duties. CS cannot afford to have people stop to take language and area training when they have other responsibilities which must be met.

PLANS 4. Part of his job is to keep DTR informed regarding DD/P training needs. He sits down with DTR once a week to discuss the needs of DD/P. He visits [REDACTED] from time to time in order to make sure that the courses there are what DD/P needs.

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5. He is the one who clears CS materials for OTR's use. He has received a mass of doctrinal materials from the PP Staff, FI, CI, and the area divisions.

6. He did not think that the CS regulation on rotation was responsible for improved exchange of personnel situation between OTR and DD/P. He has done some hard propagandizing on this subject.

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[REDACTED] now has some of the best CS officers. It is difficult to accommodate OTR people since CS do not have enough* elbow room in their personnel ceiling, cover considerations, etc.

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7. Regarding the Action Cadre which was proposed back in
he said that at the same time the Director made a cut in personnel.
The proposal has been revised and is under active consideration at
the present time. He has suggested a cadre of a dozen or so to be
located at [REDACTED] which would devote their time to doctrine and
training but at the same time constitute the nucleus of any force
that might be needed for rapid action at any moment.

8. He thought that the JOT Program was working well. He thought
that other young recruits should have training comparable to that given
to JOT's. This might not always be possible if the services of the
recruit were badly needed at once. He thought that the question should
now be raised as to whether QTR and OP were recruiting too many JOT'S.
He thought that they should wait until the Agency had caught up with
the pressure for reduction in personnel. He said that there was
a manpower task force working now to see if it could not effect substan-
tial reduction in personnel. He does not think that all new young
recruits should come from the JOT Program. If a supervisor spots a
man, he should have the opportunity to try to recruit him. He
(Mr. K.) thought that the JOT Program should lessen the influence of
Ivy League colleges. He thought it would be unfortunate for too many
JOT's to come from the IVY League colleges. He said that the cadre
might become stultified like the Foreign Service was stultified from
too much Ivy League influence.

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9. He said that he thought that the time was soon coming when OTR should think about curtailing its staff and its ambitious undertakings. He thought that the School of International Communism was overly ambitious and he said that if OTR should try to use the fact that it trained outside people as an excuse for continuing its huge budget he thought that it would be open to criticism. DD/P personnel were now about 75 per cent trained. The need for training was tapering off as personnel ceilings were reduced and the proportion of staff properly trained increased. He thought that Matt Baird would have to face up to this situation.

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